

BUILDING THE QUALITY CULTURE THROUGH THE DEPLOYMENT OF GUNG HO! LEADERSHIP

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ABSTRACT

Two of the Eight Principles of Quality Management i.e. leadership and the involvement of people have provided the foundation for the implementation of Total Quality Management (TQM). Besides, in the shop floor, the cautions of high product defect have been dominated by the human factor besides machines and material. PT. United Waru Biscuit Manufacturing (PT. UBM) is a consumer good manufacturer certified by Hazard Analysis Critical Control Point (HACCP). The standard requires the commitment of all employees to guarantee the product quality and safety, in which leadership and the involvement of people aspects play important roles. For this purpose, PT. UBM decided to deploy Gung Ho! Leadership in order to maintain as well as enhance the quality awareness of the employees. The principles of Gung Ho! i.e. (1) The spirit of the squirrel (2) The way of the beaver and (3) The gift of the goose, were being studied, understood and implemented. The implementation begun with the introduction of Gung Ho! concepts, then followed by training and implementation in the production floor. The targets for the Production Department were determined and the measurement of the determined targets was done afterwards. The difficulties during implementation were also recorded and considered for further follow-ups. The six-month-deployment resulted in the decrease of product defect rate from about 5% (initial condition) to less than 2%. Furthermore, the employees' satisfaction evaluation shows that they were satisfied with Gung Ho! deployment. The relationships among colleagues become better, the communication flow more smoothly, information exchange becomes faster and the work pleasure and motivation are advanced.

KEY WORDS: Gung Ho!; quality awareness; leadership; quality culture

1. Introduction

The most difficult facet in implementing quality management system is about changing the mind set of the employees according to the expectations that required in the appropriate system. In PT. UBM, for an example, although it has been certified by HACCP (i.e. a food safety management system), its working culture among the employees was still using the previous paradigm. So whenever the new one was adopting, it was unable to be implemented completely. For instance, one of the principles of quality assurance which says that “*the next process is our customer*” could not be well implemented because the employees had taken the quality issue as a part of quality control department. The results as well as the quality of the work were therefore not be concerned by the entire employees. For them, their responsibility is defined as the accomplishment of the work and the achievement of the target. Thus, the product quality is merely the responsibility of quality

control! If this paradigm is still being used, the impact can be the increasing of customer complaints because the non-conformance or low quality finished goods are being delivered. Furthermore, the product will gradually lose its competitive edge.

In fact, kinds of these problems are relatively faced by many companies which have been certificated by ISO 9001, HACCP or any other quality management systems. These companies can not utilize the attained certification to change the organizational culture into the one that orientated on productivity and quality. The certification is being done in terms of customer requirement rather than as a foundation to change the management system into a better one and to increase the company effectiveness from time to time in order to achieve the company goals.

The problem was also faced by PT. UBM, a consumer good manufacturer in East Java, the defect rate in the shop floor was exceeding the